INFORMATION TECHNOLOGY - INFORMATION MANAGEMENT

Newfoundland
Labrador

Office of the Chief Information Officer

ANNUAL REPORT

2007 - 2008

Office of the Chief Information Officer

Annual Report

2007 – 2008

Newfoundland Labrador

Message from the Premier

As the minister responsible for the Office of the Chief Information Officer (OCIO), I am pleased to present the 2007-08 annual report.

When the OCIO was established in 2005, it brought together the information technology (IT) and information management (IM) capacities within the Government of Newfoundland and Labrador (GNL). Today, the OCIO plays a vital role in supporting the business of GNL through the provision of professional IT and IM services.

In accordance with the OCIO's mandate, during 2007-08 the OCIO focused on the development and implementation of IT and IM policies and services, enhancement of computer systems and technological infrastructure and enhanced service delivery to GNL departments, boards and commissions. In the past year the OCIO has also continued to work collaboratively with the private IT sector to maximize business opportunities while meeting the IT and IM needs of Government.

I acknowledge the work that went into the development of this report and express gratitude to the individuals who have assisted with its development. This report showcases the dedication of the OCIO over the previous year to provide professional and advanced IT and IM services to GNL and its other clients. In the future, we will continue to focus on improving service delivery for GNL and our other clients.

I also thank all OCIO employees for their diligence in working towards our vision of a professional IT and IM capability, that supports both the business of GNL and the citizens of the province. We remain confident this vision will be realized as we maintain our efforts for continuous enhancement of the IT and IM services we provide.

The following report covers the period April 1, 2007 to March 31, 2008. My signature below indicates my accountability for the results reported herein.

Sincerely,

DANNY WILLIAMS, Q.C.
Premier of Newfoundland and Labrador
Minister Responsible for the
Office of the Chief Information Officer

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Performance Summary

The following is a summary of the OCIO's 2006-08 Business Plan comparing planned versus actual results. Further information is provided in the *Progress and Achievement* section of this report.

Issue 1: Service Delivery

Goal:
By March 31, 2008, the OCIO will have improved service delivery for clients.

Planned Result - Indicator	Actual Result
Implemented operational and process improvements	Achieved
Created Service Level Agreements /Operational Level Agreements with departments to ensure service delivery conforms to needs and is measurable.	Achieved
Developed, implemented and monitored compliance with policies, standards and guidelines.	Achieved
Negotiated and implemented new service level agreements with vendors for supply of IT services and created governance models.	Achieved

Issue 2: Management of Information

Goal:
By March 31, 2008, the OCIO will have improved IM practices in Government.

Planned Result - Indicator	Actual Result
Improved IM practices in Government.	Achieved
Developed policy and procedures for managing electronic and paper information.	Achieved
Continued the development and delivery of IM training.	Achieved
Continued the Paper Reduction Initiative to deal with the backlog of paper records for all GNL departments.	Achieved

Issue 3: IT Infrastructure

Goal:
By March 31, 2008, the OCIO will have an improved IT Infrastructure.

Planned Result - Indicator	Actual Result
Developed and implemented technology standards across GNL.	Achieved
Developed and managed technical refresh/renewal cycle.	Achieved
Implemented a shared enterprise architecture (including communications network)	Achieved

Issue 4: E-Government

Goal:
By March 31, 2008, the OCIO will have developed and implemented an E-Government framework for select clients.

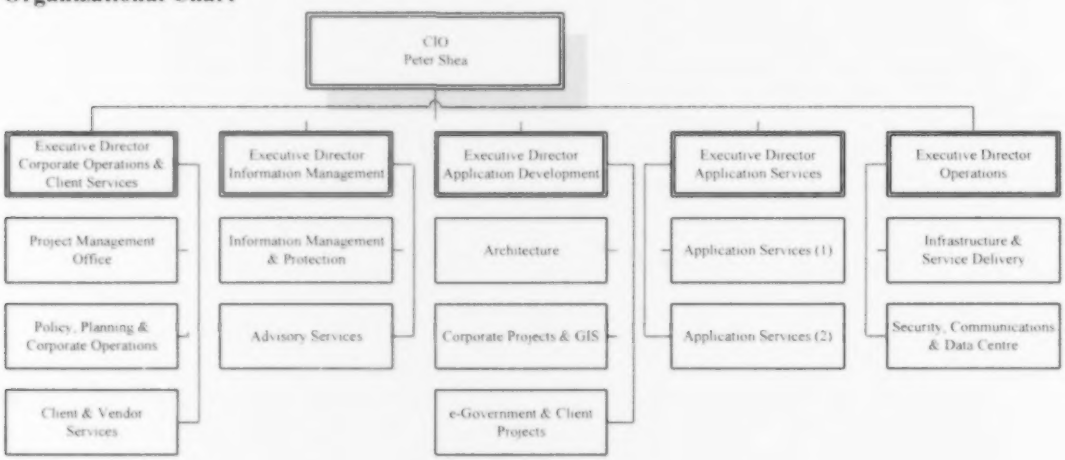
Planned Result - Indicator	Actual Result
Developed and documented an E-Government framework.	Achieved
Established an E-Government technology platform.	Achieved
Identified client opportunities for providing services through the internet.	Achieved

Departmental Overview

The OCIO was established in April 2005 as a result of recommendations by the Chief Information Officer (CIO) who was appointed in November of 2004. Since then, the OCIO has been responsible for providing IT and IM support to its GNL clients.

The OCIO is made up five branches: Application Development, Application Services, Corporate Operations and Client Services, Information Management, and Operations.

Organizational Chart



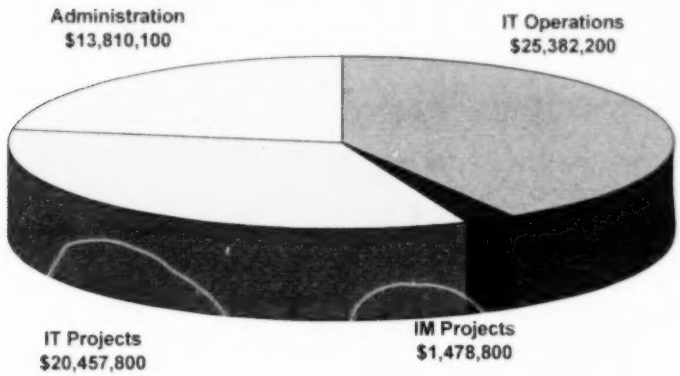
The main office of the OCIO is at 40 Higgins Line in St. John's. There are approximately 280 positions (204 permanent), mostly located in the St. John's area, with some in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander, and Clarenville. The OCIO employs 65 percent males and 35 percent females in non-management positions and 55 percent males and 45 percent females in management positions.

Budget 2007-08

The expenditure for the OCIO for 2007-08 was $61,128,900. This amount can be divided into four categories:

- IT Projects – development and/ or enhancement work on roughly 120 computer applications supporting the business of GNL.
- IT Operations – resources and technology infrastructure required to operate, manage and support those applications.
- IM Projects – strategic initiatives and development or enhancement of systems that manage and protect the valuable information assets of GNL.
- Administration – the salaries, supplies, equipment and other services required for the operation of the OCIO at 40 Higgins Line.

OCIO 2007-08 Expenditure Summary



Net Expenditure: $61,128,900

Values

The OCIO fosters a professional, supportive environment that aims for quality service, is respectful of the individual, supports the advancement of skill sets, and promotes a collaborative approach to sharing and communicating knowledge and experience. Our values are client focus, accountability, life-long learning, integrity, flexibility and stewardship.

Mandate

The Office of the Chief Information Officer (OCIO) operates as an entity within the Executive Council and is governed by the Executive Council Act. The OCIO is responsible for:

- Information technology and information management (IT/IM) coordination, planning, budgeting and policy development;
- Developing and operating computer systems and infrastructure for Government departments, agencies, boards and commissions that are directly supported by the administrative support services of departments;
- Expenditures and procurement of IT goods and services;
- Managing information technology related agreements and contracts;
- Providing consultative services, particularly in the area of information management; and
- Working collaboratively with the private IT sector to maximize business opportunities while meeting the information technology and information management needs of Government.

Mission

By 2011, the OCIO will have improved the information technology and information management function to strengthen and modernize service delivery for Provincial Government entities.

Vision

The vision of the Office of the Chief Information Officer is of a professional information technology and information management capability aligned to enable the business of Government and support the needs of the citizens of Newfoundland and Labrador.

Lines of Business

The OCIO supports more than 100 commercial software applications and over 500 custom-built applications. These reside on over 600 servers and are delivered to 6300 personal computers. GNL also owns a significant network infrastructure as well as a comprehensive provincial Wide Area Network (WAN). This varied and complex environment requires security frameworks, preventative maintenance, disaster recovery plans, software license monitoring, and capacity planning.

The OCIO also provides IM policy development and advisory services for Government departments and agencies, assisting them in the advancement of their IM capacity.

The OCIO provides the following lines of business to its clients:

Application Development and Support	Operations
➢ In-house application development. ➢ Management of contracted application development. ➢ Implementation and customization of ready-made vendor solutions. ➢ Development and deployment of enterprise-wide applications. ➢ Support for all of the above.	➢ Service Desk for desktop support, application-related issues and IM systems. ➢ Printing solutions. ➢ Data and file back-up and recovery. ➢ Disaster Recovery planning. ➢ Protection of information, and policies and procedures for retention and disposal of both paper and electronic data. ➢ Software version control. ➢ Communication services, excluding telephone communications but including the Internet. ➢ IT asset management.
IM and IT Policy, Planning and Standards	**Budgeting and Expenditures**
➢ Development of IM and IT policy, procedures, standards, and guidelines. ➢ Strategic planning and management of strategic initiatives for IT and IM. ➢ IT and IM services and support as mandated in the *Management of Information Act* and the OCIO Business Plan. ➢ Procurement of professional resources from private IT and IM businesses, building local industry capacity while meeting Government's needs.	➢ Professional services, including resource acquisition. ➢ Acquisition of hardware and software. ➢ Hosting and processing services. ➢ Development and management of service contracts and agreements. ➢ Licensing agreements. ➢ Other expenditures associated with IT and IM as defined by the *Management of Information Act* and the OCIO Business Plan.

Primary Clients

- GNL departments.
- Other public bodies: Government Purchasing Agency, Labour Relations Agency and Board, Public Service Commission, Fire and Emergency Services, Forestry and Agrifoods Agency, The Rooms, Legal Aid Commission, Royal Newfoundland Constabulary, and Workers' Compensation Review Committee.
- Provincial and Supreme Courts.
- House of Assembly and Statutory Offices (except Auditor General): Office of the Child and Youth Advocate, Office of the Citizen's Representative, Office of the Information and Privacy Commissioner, Office of the Chief Electoral Officer.

Shared Commitments

GNL – IT and IM Service Responsibilities

The OCIO works in partnership with GNL departments and publicly funded bodies. Below is a partial list of active shared projects for the 2007-08 fiscal year. For a complete list of projects refer Appendix A.

Client and Referral Management System Review(CRMS) (Health and Community Services)

While the 10-year old CRMS application has served the Department well, changes in business, technical and health environments demand that the system be updated. Started in the fall of 2007, this review was a recommendation from the Turner Inquiry.

On-Line Ticketing System (Tourism, Culture and Recreation)

The Arts and Culture Centres (ACC) across the province operate on a separate network, using old technology for its ticketing system. This year, requirements were collected for a web-based ticketing system. Work has also begun on moving the ACC network into the more secure GNL environment.

Web Strategy Project (GNL)

In 2007-08 the OCIO began a renovation of all departmental web sites, removing or updating outdated content. A new search engine was also purchased and deployed.

Court Electronic Filing (Supreme/ Provincial Court)

This system will allow law firms and businesses to file court documents from their offices. This year, the design of the system was completed and construction started.

Provincial School Information System (Education)

Consultations were conducted throughout the province with School Boards, school representatives and Education resources to gather requirements for a new system. The system will be used by all K-12 schools to provide an integrated repository of school, student and teacher information for the province. It will allow timely and secure access to more complete, accurate and reliable provincial school information including attendance trends, enrolment, school/ student profile information, registrations, marks and transcripts.

Information Protection & Security Services (GNL)

A team was formed to advise the OCIO on security issues, conduct security surveys, establish baselines and benchmarks, and set priorities. A new firewall solution was implemented and enhancements were made to network and application monitoring. OCIO also implemented a process for conducting Privacy Impact Assessments on new IT applications as required.

Parks Reservations System (Tourism, Culture and Recreation)

The last component of the Online Parks Reservation System was completed and implemented in fiscal year 2007-08. This project involved the establishment of a new online reservation service and the implementation of new satellite-based network connectivity to a number of parks. These technologies represent a major advance for Parks: with the reservation system, campsites can be booked online or through a call service. Prior to the introduction of the new system, the highest number of annual reservations was 2200; in 2007 when the system was being first introduced, there were 7600 reservations – and with full implementation this is expected to increase further in 2008. The new network connections allow point of sale devices and other systems to be accessed from the parks, allowing use of debit cards for the first time in parks.

Highlights and Accomplishments

Progress on Strategic Directions of Government

Outcome: Improved quality, efficiency and accessibility of GNL services.

This outcome supports the strategic direction of GNL as outlined in the Throne Speech and mandate of the OCIO. The following highlights progress made in this strategic objective.

Component: usefulness of current computer systems

Since the OCIO was established, much review and planning has taken place to ensure the applications and supporting infrastructure are meeting the needs of GNL. Included in these have been a Government-wide IT Strategic Plan which identified opportunities for enhancement, replacement, consolidation and integration of IT throughout GNL. An Infrastructure Strategic Plan provided recommendations on data centres, server consolidation, asset management and service desk as well as the Legacy Remediation Strategy. These strategies have set the direction for the current and future investment in IT to support the business of GNL.

Component: renewed investment in technology

During the last three years, Government has significantly increased its funding for IT and IM. Prior to the creation of the OCIO. 99% of the IT budget was spent on operations. The increase in funding has allowed the OCIO to invest in new systems development projects and improve the reliability of older technology resulting in benefits to the residents and businesses of Newfoundland and Labrador. The modernization of IT and IM functions has generated annual savings by creating economies of scale and implementing more efficient technologies.

Protection of Privacy

In consultation with the ATIPP Office (Access to Information and Protection of Privacy), the OCIO developed and began conducting Privacy Impact Assessments (PIAs) to define the security measures that need to be built in to applications right at the requirements analysis stage of the system development lifecycle. PIAs ensure that application development teams consider privacy at the outset of projects so that new applications have strong roots in privacy protection.

Commission of Inquiry

This project provided support to the Commission of Inquiry on Hormone Receptor Testing announced by the Premier and chaired by Judge Margaret A. Cameron. The OCIO was responsible for identifying, procuring and implementing all technology-related services including:

- communications infrastructure for data, video and public internet traffic
- office infrastructure including laptops, printers, scanners, and software
- a public Commission Website (www.cihrt.nl.ca) hosted on the GNL web infrastructure.

Move to Higgins Line

Between April and July 2007 approximately 250 OCIO staff were relocated to 40 Higgins Line from locations across GNL, freeing up much-needed space in other GNL departments. This consolidation of employees and contracted resources under one roof brought teams together in one location, stimulated a cooperative working environment, and enabled the OCIO to impose more rigorous security standards.

Power Distribution Upgrade

Prior to moving into the new location, a power quality audit was conducted to determine if the building could continue to accommodate growing power demands as more and more equipment is installed. Power distribution panels have been redesigned and work is being done on an Uninterrupted Power Supply (UPS) and the diesel generator. Progress is also being made on other building improvements such as identification and design of a new fire suppression system to replace the obsolete halon gas system.

Projects Summary

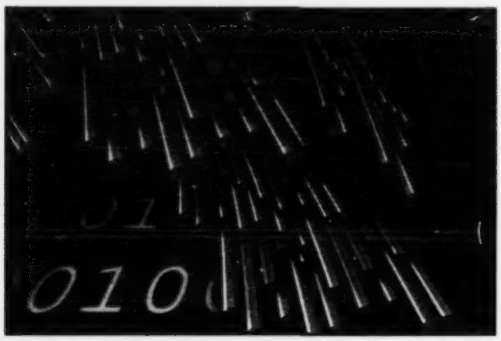
Over the course of the year, there were roughly 120 active projects. There were approximately 60 completions which may include whole projects or major project phases.

Investing in the people of the OCIO

The OCIO is committed to training for its staff. The priorities are to

- better equip staff with the tools they need to excel at their jobs
- recognize potential and encourage development of emerging skills
- groom employees for advancement within the organization.

Training is seen as an investment that is in the best interests of the OCIO and GNL. In 2007-08, 213 OCIO employees took advantage of training opportunities at a cost of $301,000.



2006-08 Business Plan Progress

In accordance with the *Transparency and Accountability Act*, the following is an account of the strategic direction, goals and objectives of Government and the OCIO's progress. As this report encompasses both the 2007-08 fiscal year and a portion of the 2006-08 Business Plan some overlap may be noted. Any variances between planned and actual end results will be described in Appendix C of this report.

Issue 1 Service Delivery

The 2006-08 Business Plan identified inconsistencies in approach and service levels across Departments, duplication of services and infrastructure, and unshared resources as an issue to be addressed. The OCIO has implemented operational and process improvements, created Service Level Agreements (SLAs) with primary clients, developed and implemented policies, standards and guidelines, and put contracts in place with IT suppliers. The focus on service delivery will continue for the OCIO into the next recording cycle and has been included in the 2008-11 OCIO Business Plan.

Fiscal Year Achievements

2007-08 Objective:

By March 31, 2008, the OCIO will have improved service delivery for clients

Measure Improved Service Delivery for Clients

Indicators

Piloted Online Service Desk Functions for a Select Group of Clients

OCIO service desk staff are often the first point of contact with clients. The Information Technology Service Management (ITSM) project has merged 6 of 13 service desks into one standardized service desk. These 6 service desks deliver desktop and network support to GNL clients. The remaining 7 service desks deliver support services to specific GNL applications (for example, MCP). In 2007-08, the pilot (Phase I) included implementation of the HP OpenView Incident Management solution, training for the Operations Branch help desk staff and initial setup of the Automated Call Distribution (ACD) system. Phase II, scheduled for fiscal year 2008-09 includes the following:

- Activation of the ACD system (April 2008)
- Roll-out of the HP OpenView Incident Management solution to the Application Services Branch of the OCIO (April 2008)
- Implementation of the Online Service Desk to select clients (Fall 2008)

More information on this variance is available in Appendix C of this report.

Improved Client Awareness of the OCIO Decision-making Process Regarding How Projects are Initiated, Managed and Prioritized.

The 2006-08 Business Plan identified improved client awareness of the OCIO decision-making process as an indicator that the OCIO has been able to improve service delivery for clients. The OCIO has initiated several measures to help clients better understand the decision-making process:

- The Departmental Planning and Service Delivery Committees (PSDCs) are comprised of both OCIO and departmental representatives. These committees meet regularly and provide opportunities for improved understanding of OCIO processes.

- In August 2007 a new budget development process was implemented to assist the OCIO with organizing departmental IT requests. Every year the OCIO receives requests from departments that far outweigh the funding and human capacity available. Budget submissions were prepared and prioritized in consultation with departments and a committee of GNL executives reviewed, and had input into the priorities assigned. The new process facilitated a consistent, organized approach to information collection and request prioritization across departments, it allowed the OCIO to present a complete picture of departmental requests and compile a manageable portfolio of projects for the next fiscal year, and it gave departments a role in deciding priority.

- The Client Services Division of the Corporate Operations and Client Services Branch was formed in 2007-08. This area is responsible for working with departments to set IT strategic directions, prioritize departmental requirements for budget preparation and to ensure that service levels are being met. In Fiscal year2008-09 consultants will be assigned to each department to act as liaison, ensuring that the OCIO has a deep understanding of each unique client and that clients are fully informed of OCIO decisions concerning projects.

- To enhance client awareness of the decision-making process annual OCIO Client Services Reports have been created. Each client department received an individual report showing all the services performed for them for fiscal 2006-07. This includes
  - projects undertaken
  - active applications supported, maintained or enhanced
  - IM services
  - GNL-wide infrastructure and operational improvements

  When all these services are compiled into one report, client departments get a clear picture of all OCIO services and the competing priorities.

These measures represent some of the OCIO's efforts toward improving client awareness of the OCIO decision-making process regarding how projects are initiated, managed and prioritized. Plans for the coming fiscal year include client surveys that may provide the OCIO with concrete evidence of that growing understanding.

Created Service Level Agreements / Operational Level Agreements with Departments to Ensure Service Delivery Conforms to Needs and is Measurable

By the end of the fiscal year, drafts of SLAs were delivered to all entities supported by the OCIO. A service provider can have either an SLA **OR** an OLA with a client; both are not required. The OCIO chose to do SLAs with all client departments because industry best practices indicate that an SLA better represents full service to a client, and does not break services down into individual operational component parts. The next phase focuses on consultation with these entities to finalize the agreements.

Implemented Process and Standards for Improved Service Delivery

Another indicator of improved service delivery is implementation of standardized internal processes, ensuring that industry best practices are followed by all OCIO staff. This imposes a uniformly high level of service across the organization. Examples are:

- development of the PMO governance model and an initial set of processes
- implementation of a new budget monitoring system, enhancing the OCIO's capacity to monitor and control budget expenditures
- adoption of standardized templates and processes, ensuring a more consistent approach to application development

Improved Protection of Information through the Development of Disaster Recovery Plan(s)

In addition to those disaster recovery plans that always existed, significant work has been done this fiscal year through the Corporate Application Disaster Recovery (CADR) project. In August 2007 the CADR project was launched to improve the OCIO's capacity to respond to emergencies affecting key applications across GNL. Work included an assessing existing applications, developing a classification framework, documenting recommendations, identifying critical applications for a pilot, and completing Business Impact Analysis Reports for those applications. The project entails several additional stages and work will continue into fiscal year 2008-09. The effort will define processes and build templates that can be re-used throughout the OCIO for other applications. Additional effort will also be directed at maintaining a close alignment with the new Government-wide Business Continuity Planning (BCP) initiative led by the BCP Secretariat of Fire and Emergency Services. More information is available on this variance in Appendix C of this report.

Planning Period Achievements

2006-08 Goal:

By March 31, 2008, the OCIO will have improved service delivery for clients

Measure Improved Service Delivery

Indicators

Implemented Operational and Process Improvements (eg. mail, systems, etc.)

This planning period saw the preliminary work and roll-out of a unified help desk within the OCIO. Work has also been done to adapt industry best practices in the areas of project management and governance for use in the OCIO. Adoption of such formal processes and practices imposes a consistent approach across projects ensuring that the highest standards are the norm for the organization.

Created Service Level Agreements / Operational Level Agreements with Departments to Ensure Service Delivery Conforms to Needs and is Measurable

SLAs have been developed and delivered to Departments. These agreements outline minimum service or operational levels to be maintained, clearly define the roles and responsibilities of each party, and provide measurable criteria for judging performance.

Developed, Implemented and Monitored Compliance with Policies, Standards and Guidelines

The OCIO has developed and implemented numerous policies, standards and guidelines over the planning period. Examples include:

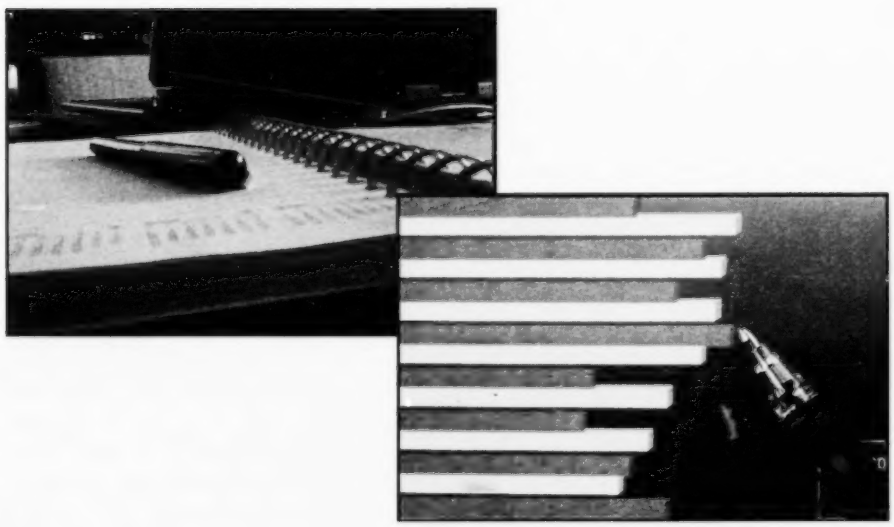
- IT Asset re-deployment and Disposal Guidelines
- Recommended Approach to Encrypting GNL Files
- Data Center Access Procedure
- Back-up Policy

Policies have regular review schedules built in to ensure their continued applicability and where appropriate, audits may be conducted (for example, for the Back-up Policy). Procedures, guidelines and standards are disseminated throughout the organization and compliance is mandated by senior management. Where appropriate, compliance is also routinely monitored by the Corporate Operations and Client Services Branch of the OCIO.

Negotiated and Implemented New Service Level Agreements with Vendors for Supply of Information Technology Services and Created Governance Models

On March 31 2007, the IT services SLA between GNL and xwave Solutions expired. Following a review of the service delivery model, the OCIO released 3 Requests for Proposals (RFPs) for services. Proposals were evaluated and contracts awarded effective April 1, 2007. The Data Centre Services contract with xwave Solutions is for 5 years while the other contracts are 3-year agreements.

Service	Vendor	Total Expenditure for 2007-08
WAN	Aliant	$2,001,000
Data Centre	xwave Solutions	$ 4,072,000
IT and IM Professional Services	MTS Allstream consortium (includes Plato Group, Infotech Canada, and Tamarack Geographic Technologies)	$ 9,385,000
	Deloitte	$ 1,857,000
	xwave Solutions consortium (includes zedIT Solutions)	$ 13,091,000



ISSUE 2 MANAGEMENT OF INFORMATION

The modernization of information management practices is a Strategic Direction of Government and is a key component in improving the quality, efficiency and accessibility of Government services. The following section will highlight progress in this strategic direction.

The modernization of IM practices is a strategic direction of GNL and a key component in improving the quality, efficiency and accessibility of services. Improving the management of GNL information is necessary to address legal, fiscal, efficiency, and accountability issues. The OCIO continues to focus its efforts on promoting standards, policies and awareness of sound IM practices. IM advisory services are available to departments and agencies, a standard IM capacity assessment tool has been developed and deployed to six departments and entities, a review of the current information security classification system has been completed and an approach for future directions identified, and the paper reduction initiative continues to deal with the backlog of paper records across all departments.

FISCAL YEAR ACHIEVEMENTS

2007-08 Objective:

By 2008, the OCIO will have improved IM practices in Government

MEASURE IMPROVED IM PRACTICES IN GOVERNMENT

INDICATORS

Developed Policies, Standards and Procedures

During 2007-08 the IM Branch focused its attention on work associated with the development of policies, standards and procedures in several areas: the TRIM Enterprise strategy, in which standards for TRIM deployment across Government were developed and tested; the Records Management Initiative (RMI), in which policies and procedures for secure disposal of hard drives were developed and implemented; and the Corporate Records and Information Management Standards (C-RIMS) project, in which work began on development of a standard classification plan for common corporate records. The Branch also developed policies and procedures for handling email accounts when responding to legal discovery and ATIPP requests and the disposition of records and directories of departing Government employees. Another important initiative this year was development of a standardized tool for IM analysis to be used in the early stages of new application development projects. Implementing this standard in all new application development projects will ensure that sound IM practices will be incorporated into all future applications that the OCIO delivers to its clients.

IM Across all GNL Departments in 2007-08

Developed a Template and Plan for the Deployment of TRIM and **Completed the conversion of TRIM to the new TRIM standard (Context 6)**

- TRIM is Government's electronic document management standard. The OCIO completed the conversion of all existing TRIM applications to TRIM Context 6 and developed a plan for deployment of TRIM as Government's Executive Correspondence Management tool. This enterprise deployment plan includes user training and a creation of a centralized TRIM management centre.

- **Completed Information Management Capacity Assessment Tool and Implemented IMCAT Assessments for at Least Three Departments/ Entities**

  The assessment tool was developed by the OCIO in 2006 to enable departments and agencies to assess their IM readiness against legislative and policy compliance, and to identify areas for improvement. The OCIO completed assessments for Government Services, Finance, Provincial Court, Supreme Court, and the House of Assembly (including all Statutory Offices).

- **Improved Awareness of IM Practices Through Regularly Scheduled Community Meetings with Industry Professionals and the Provision of Educational Sessions**

  To improve awareness of IM best practices, the IM Branch holds regular meetings with IM representatives from all GNL departments, and several public bodies. The IM Branch also invited several senior IM representatives within Government to form the "IM Standards Board" to serve as a focus group for the IM Branch in its policy and standards development activities.

- **Completed IM Horizontal Review and Developed a Standard Approach to Classification and Core Competencies for IM Positions in Government**

  This effort was undertaken to address inconsistencies in job classification and to recommend the structures and competencies necessary to fulfill IM roles across GNL. The review is complete and the recommendations are currently being implemented.

- **Improved TRIM Users Support through the Creation of a TRIM Administrator's Group**

  The TRIM Administrators Group was begun in 2007-2008 and *The Management and Administration of your TRIM Database* manual was presented at the first meeting. This represents a major move towards an Enterprise wide approach to TRIM administration.

- **Supported all Government departments in meeting the requirements of the Paper Reduction Project in Buildings in the St. John's Area**

  The Records Management Initiative (RMI) team assisted GNL clients including Transportation and Works, Fire and Emergency Services and Natural Resources reduce their paper storage requirements. To date, more than 50 percent of the GNL buildings in St. John's have been processed.

Planning Period Achievements

2006-08 Goal:

By 2008, the OCIO will have improved IM practices in Government

Measure Improved IM Practices

Indicators

Improved IM Practices

- Created a circulation draft of an information classification system to replace the Information Management System for Administrative Records (IMSAR), and consulted with the GNL IM Standards Board in preparing it for final approval by the Public Records Committee.
- Increased awareness of IM practices, assisted departments with IM recruitment, conducted IMCAT assessments, provided guidance on records management, and supported TRIM.
- Continued the paper reduction initiative to deal with the backlog of paper records for all GNL departments.

Developed Policy and Procedures for Managing Electronic and Paper Information

In 2007 the OCIO's Policy Framework was adopted establishing templates and procedures for developing, approving, communicating and implementing policies. A number of policies and procedures have been developed and formalized including E-mail Usage Policy, Blackberry Guidelines and Off-Site Storage Guidelines.

Continued the Development and Delivery of Information Management Training

The IM Division provided leadership in defining GNL IM training requirements, actively developed training materials and delivered training in the following areas:

- Email training in conjunction with Microsoft Outlook deployment.
- TRIM training for TRIM Administrators from across GNL.
- Quick reference cards created for TRIM/Outlook users.

- Records Retention training for the Government IM Community.
- Developed and circulated the TRIM Administers Database manual.

Paper Reduction Initiative

Over the years lack of records management procedures has resulted in large quantities of GNL paper records accumulating with limited planning for future usefulness and accessibility. Over the course of a 3-year project, the OCIO's Records Management Initiative has assisted GNL clients in assessing paper records stored in more than half of GNL buildings located in the St. John's area. As a result, records have been disposed of in a secure manner, transferred to the Rooms Provincial Archives as appropriate and/or moved to secure st- age. Additionally, several buildings have been reclaimed for sale; thereby saving Government money in its accommodations budget.

ISSUE 3 IT INFRASTRUCTURE

The modernization of Information Technology is a Strategic Direction of Government and is a key component in improving the quality, efficiency and accessibility of Government services. The following section will highlight progress accomplished in this strategic direction.

The OCIO has identified improving the quality, efficiency and accessibility of computer hardware and systems as a key goal in the coming years. There are a large number of servers that have not been used to their potential and many are old and obsolete. The OCIO will implement consistent technology and develop new systems to replace those that have not kept pace.

FISCAL YEAR ACHIEVEMENTS

2007-08 Objective:

By 2008, the OCIO will have improved IT infrastructure

MEASURE IMPROVED IT INFRASTRUCTURE

INDICATORS

Developed a Legacy Replacement Strategy and Selected Projects are Initiated to Replace Key Legacy Applications

A number of GNL systems are quite old and while they are stable and functioning well, they have become increasingly difficult to support. Resources trained in older technologies are hard to find, modifying the systems for evolving business needs is costly, and meeting the growing demand for online accessibility is virtually impossible with obsolete technologies. The OCIO has been reviewing some of the older systems in use throughout GNL and developing a strategy to help guide the way forward. Several applications are being considered for replacement. Examples are Motor Registration System (MRD), the Medical Billing System (MCP), the GNL Payroll System, and Teachers Payroll.

Continued Modernization of the IT Infrastructure

The following projects were undertaken to meet this indicator:

- Upgrade to latest version of LANDesk – an enterprise class asset management tool
- Infrastructure Renewal Project – migrated over 3,000 email accounts to the new Active Directory and Outlook email system
- Server Upgrade Project – upgraded or replaced 97 servers
- Developed the Architecture Standards Report – a review of technologies used in GNL systems and standards for future development. Established the Enterprise Architecture Review Board (EARB), a committee tasked with assessing the technologies for new projects.
- Back-up project – consolidated multiple standalone tape systems into one enterprise calibre back-up platform
- Wide Area Network (WAN) Upgrade – replaced and enhanced WAN communications

services to 200+ Government offices

- Computer Replacement Program – in the 2007-08 fiscal year, more than 1450 new desktops and laptops were distributed throughout GNL; approximately 700 of those were as a result of the refresh program.

Planning Period Achievements

2006-08 Goal:

By 2008, the OCIO will have improved IT infrastructure

Measure Improved IT Infrastructure

Indicators

Developed and Implemented IS Technology Standards Across Government

To simplify support and introduction of new systems, standard technology platforms need to be identified and adopted. To this end several standard architectures have been established and/ or implemented including those for:

- Oracle-based applications
- File and Print sever technologies
- TRIM
- web applications
- VMware as server virtualization technology
- standard server back-ups
- Microsoft Active Directory and Outlook

Developed and Managed Technical Refresh/ Renewal Cycle

Over the past 2 years this initiative has replaced in excess of 3100 computers.

Implemented a Shared Enterprise Architecture (including communications network)

The Infrastructure Renewal project was the result of the OCIO entering into 2 Enterprise Agreements; the first with Microsoft and the second with Tower Software. The agreement with Microsoft enables us to standardize on the Windows Server operating system, as well as deploy Active Directory and Microsoft Outlook throughout the organization. The agreement with Tower allows for the deployment of the Trim Enterprise Content Management System; ultimately to every desktop in Government.

Like many organizations, the OCIO has obsolete equipment and systems that are old and difficult to manage. Numbers have grown over the years and the costs to support multiple platforms are of significant concern. To further efforts to implement a shared enterprise architecture the OCIO undertook an ambitious server consolidation program over the planning period and exceeded annual server replacement goals. Multiple standalone tape back-up systems have also be consolidated into a single enterprise-grade backup system.

ISSUE 4 E-GOVERNMENT

There is a growing public demand for services to be available over the internet. Given that improving the quality, efficiency and accessibility of services through E-Government is a strategic direction of GNL, the OCIO has been working with departments to find opportunities to put the technology in place. There is a strong emphasis on ensuring security and privacy for the public and safeguarding Government data with high quality technology.

FISCAL YEAR ACHIEVEMENTS

2007-08 Objective:

By 2008, the OCIO will have facilitated the transition of selected services to an E-Government model and initiated the implementation process

MEASURE 1 FACILITATED TRANSITION OF SELECTED SERVICES

INDICATORS

Developed a Comprehensive Service Inventory (Including the Identification of Priority Services and Systems) to Guide E-Government and Electronic Service Delivery (ESD) initiatives

This year the OCIO developed a comprehensive inventory of services suitable for E-Government and Electronic Service Delivery (ESD) and worked with departments to establish priorities.

Developed a Standard to Facilitate the Redesign of Business Processes in the Transition to an E-Government - ESD model

The OCIO developed the standardized ESD Opportunity Identification and Assessment Template to evaluate a service against a standard set of criteria, to assist departments with preparation for the transition to an ESD model and to guide departments in the redesign of their business processes.

MEASURE 2 INITIATED IMPLEMENTATION PROCESS

INDICATORS

Implemented Content Management Technologies for GNL's Website

GNL currently has over 80,000 pages of web material to manage, with a steady growth rate. The goal of a new content management system is to allow departments to undertake some of their own website update functions, enforce a common look and feel, provide automated processes to ensure the freshness and accuracy of information, offer reporting tools to enable the monitoring of website statistics, and to build a solid foundation for ESD.

A Request for Proposals (RFP) for a Web Content Management System was released in November but no suitable vendor was found. The RFP will be re-released in April. More information is available on this variance in Appendix C of this report.

This year, the OCIO identified web development standards which focus on a consistent look and feel, a user centric design, and ensure an enhanced delivery model that provides improved access to citizens using the Internet to access Government's information and online services. This new user friendly design will be managed via the Web Content Management System.

Initiated Selected Projects Supporting E-Government

As the demand for online services grows people and businesses expect Governments to keep up. Several initiatives were started this year that aim to meet some of that demand.

- iProcurement – This will enable Government Purchasing Agency (GPA) to monitor and manage procurement processes governed by the *Public Tendering Act*.
- Bizpal– This simplifies permit, license, and compliance processes for businesses.
- Centralized Web Receipting – implements one centralized payment web page and provides clients with the option of using debit cards.

Planning Period Achievements

2006-08 Goal:

By 2008, the OCIO will have developed and implemented an E-Government framework for select clients

Measure Developed and Implemented an E-Government Framework

Indicators

Developed and Documented an E-Government Framework

The E-Government Framework includes the inventory of services suitable for ESD and the ESD Opportunity Identification and Assessment Template. These tools were employed to develop an IT Strategic Plan for the Department of Government Services.

Working with the Communications Branch of Executive Council, the OCIO has created a new "common look and feel" template suitable for most GNL web sites. Pages built using this template will address issues of usability and accessibility and work well with most types of adaptive technology and hand-held devices.

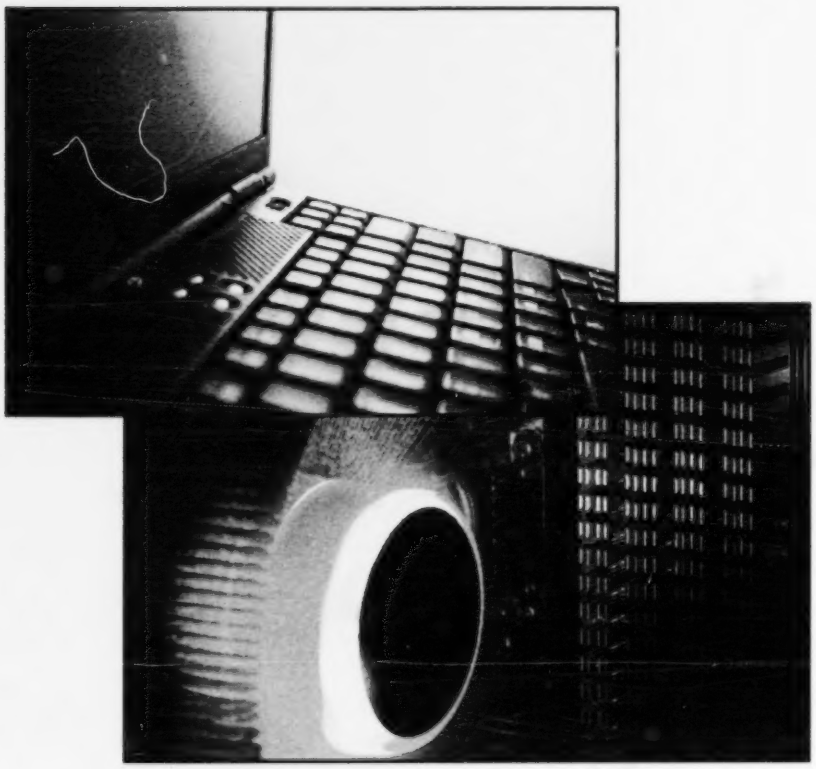
Several other E-Government projects (iProcurement, Bizpal, Centralized Web Receipting) have also been initiated by the OCIO.

Established an E-Government Technology Platform

In 2007, a position was created for a Manager of Advanced Technologies and the Application Development Standards document was prepared and released, establishing technology platform to be used for all development efforts within the OCIO including web-based applications. The EARB, which assesses technologies proposed for new projects will also oversee technologies used for web applications.

Identified Client Opportunities for Providing Services through the Internet

ESD opportunities are identified in consultation with departments. The inventory of GNL services suitable for ESD is used to help establish priorities and the ESD Opportunity Identification and Assessment Template is used to assist departments in preparing for and transitioning to web-based services.



Opportunities and Challenges

The OCIO is continuously working to improve its IT and IM services to GNL in order to better enable and support their lines of business.

The Opportunities and Challenges for the OCIO going into the 2008-11 Business Plan stem from building upon the successes from the 2006-08 Business Plan; taking what has been done over the past three years and improving upon it.

The Chief Information Officer has identified three key opportunities/ challenges for improving the IT and IM services provided to Government entities.

Information Protection and Security

GNL is entrusted with the security and protection of a large quantity of confidential information on behalf of the citizens it serves. The OCIO, as the IT and IM service provider for Government, has an active role in providing the capacity and leadership in ensuring the highest level of information protection possible. Though a great deal of progress has been made in the area of information protection and security over the past 2 years, the OCIO must continue to employ innovative methods for protecting information assets from unauthorized access, disclosure, disruption, modification or destruction.

Disaster Recovery

Technology is becoming increasingly important in enabling the business of Government and the services provided to citizens. Many of these services which rely on technology are critical in nature and must be available at all times. As the IT service provider for the majority of GNL entities, the OCIO must improve disaster recovery plans for business-critical information, applications and technologies. The development and implementation of short- and long-term disaster recovery plans and the enhancement of incident response procedures will be a key initiative for the OCIO over the next three years.

Client Service

The OCIO is focusing on improving client services and meeting business needs. In order for the OCIO to continue improving its services to GNL the organization must continue to improve internal processes and governance models. As technology evolves so will the needs of clients and the services provided to them. Client service will be a key initiative for the OCIO over the next three years.

Financial Statement

FINANCIAL STATEMENT - **UNAUDITED**

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2008. Audited financial statements are a requirement at the Government level and are made public through the Public Accounts process, however the Office of the Chief Information Officer is not required to provide a separate audited financial statement.

OFFICE OF THE CHIEF INFORMATION OFFICER

	CURRENT		
4.1.01. ADMINISTRATION, STRATEGY AND POLICY			
01. Salaries	**1,802,186**	1,828,500	1,959,000
02. Employee Benefits	**10,026**	28,100	28,100
03. Transportation and Communications	**227,097**	235,000	235,000
04. Supplies	**119,394**	151,000	151,000
05. Professional Services	**2,621,054**	3,080,000	2,750,000
06. Purchased Services	**162,910**	238,800	238,800
07. Property, Furnishings and Equipment	**908,041**	2,205,500	2,205,500
	5,850,708	7,766,900	7,567,400
01. Revenue - Federal	-	(500,000)	(500,000)
02. Revenue - Provincial	**(32,065)**	-	-
Total: Administration, Strategy and Policy	**5,818,643**	7,266,900	7,067,400

OFFICE OF THE CHIEF INFORMATION OFFICER (CONTINUED)

	Actual	Estimates Amended	Estimates Original
	$	$	$
OFFICE OF THE CHIEF INFORMATION OFFICER			
CURRENT			
4.1.02. APPLICATION MANAGEMENT			
01. Salaries	5,572,727	5,732,700	5,865,300
02. Employee Benefits	4,118	15,000	15,000
03. Transportation and Communications	131,240	188,000	194,000
04. Supplies	13,914	15,400	10,000
05. Professional Services	14,386,677	17,751,200	17,635,800
06. Purchased Services	33,466	38,200	20,400
	20,142,142	23,740,500	23,740,500
01. Revenue - Federal	-	(2,400,000)	(2,400,000)
02. Revenue - Provincial	(162,985)	(102,700)	(102,700)
Total: Application Management	19,979,157	21,237,800	21,237,800
4.1.03. INFRASTRUCTURE SERVICES			
01. Salaries	4,909,764	5,016,850	6,396,200
02. Employee Benefits	5,247	15,000	15,000
03. Transportation and Communications	2,280,833	2,598,500	2,860,100
04. Supplies	7,011,590	7,304,850	6,872,700
05. Professional Services	5,633,151	6,276,600	6,060,500
06. Purchased Services	4,701,274	5,176,400	5,986,400
07. Property, Furnishings and Equipment	4,920,753	5,082,700	3,479,500
	29,462,612	31,470,900	31,670,400
02. Revenue - Provincial	(208,666)	(66,800)	(66,800)
Total: Infrastructure Services	29,253,946	31,404,100	31,603,600
CAPITAL			
4.1.04. APPLICATION MANAGEMENT			
05. Professional Services	2,280,954	2,957,200	2,957,200
06. Purchased Services	-	60,000	60,000
Total: Application Management	2,280,954	3,017,200	3,017,200
4.1.05. INFRASTRUCTURE SERVICES			
04. Supplies	212,123	600,300	600,300
07. Property, Furnishings and Equipment	3,584,076	3,958,000	3,958,000
Total: Infrastructure Services	3,796,199	4,558,300	4,558,300
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	61,128,899	67,484,300	67,484,300
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	61,128,899	67,484,300	67,484,300

Appendices

Appendix A – OCIO Project Listing – 2007-08

Dept	Project Name
Business	• Regulatory Reform Tracking • TRIM Enterprise Deployment
Education	• Education Application Server Upgrade • LAPro Enhancements • Provincial School Information and Corporate Information Review • Student Loan Corporation of NL - TRIM Implementation • Student Loans Administration Review • Teachers Payroll Transition Management Project • Time Claim and Attendance System (TCAS)
Environment and Conservation	• Crown Land Performance Tuning • Crown Lands Document Conversion • Environment and Conservation/Pollution Prevention Division Application Assessment • MapsNL Initiative • Pesticide Information Management System (PIMS)
Executive Council	• Commitment and Issue Management • Executive Succession Planning • Human Capital Management System • Policy Initiatives
Fisheries and Aquaculture	• Aquaculture Licensing Information System (ALIS) • Fisheries and Aquaculture – ALIS, PLANT and AquaGIS Applications Review
Finance	• Accounts Payable Workflow/Recap Project • Budget Process Upgrade • Canadian Payments Association (CPA) Cheque Amendments • Centralized Web Receipting • Finance Information Management Strategic Review (IMCAT) • Financial Management System (FMS) Technology Upgrade • Financial Statements Consolidation • Genesys Infrastructure & Technology Upgrade • Newfoundland Municipal Finance Corporation – Nortridge Loans System Upgrade • Office of the Comptroller General Printer Replacement • Travel Claims and Management System • TRIM Enterprise Deployment - Executive Correspondence Management in the Department of Finance
GNL	• E-Government Framework Development • Geographic Information System (GIS) Environmental Assessment Decision Support System • Geographic Information System (GIS) Portal and Catalogue • Geospatial Infrastructure Planning • Information Protection Coordination Project • Infrastructure Renewal Program • Records Management Initiative (RMI) • Server Upgrade Project • TRIM Conversion Project • TRIM Enterprise Strategy • Web Strategy Phase III
Government Services	• Amanda - Crown Lands Upgrade • AMANDA –Public Safety Mechanical Management System • AMANDA Upgrade to Version 4.4

	• Companies and Deeds Online (CADO) Legacy Data Conversion • Companies and Deeds Online (CADO) Transition Planning Project • Government Purchasing Agency (GPA) Procurement Project • Information Management Strategic Review (IMCAT) for the Consumer and Commercial Affairs Branch • Joint Atlantic Provinces Online Driver Licence/Id Solution • Motor Registration Division (MRD) Dealers Web • Vital Statistics Data Conversion • Vital Statistics System
Health and Community Services	• Child Youth & Family Services In Care Management (CYFS-ICM) • Child Youth & Family Services/Client and Referral Management System (CYFS/CRMS) - Archived Records Initiative • Client and Referral Management System (CRMS) - Child, Youth and Family Services (CYFS) Reporting • Client and Referral Management System (CRMS) - Client Pay • Client and Referral Management System (CRMS) - Data Standards & Statistical Reporting • Clinical Database Management System (CDMS) Replacement Project
Human Resources Labour and Employment	• Acktrack System Rewrite • Client Automated Pay System (CAPS) 2007 • Client Automated Pay System (CAPS) 2008 (Release 3.1) • Client Automated Pay System (CAPS) Release 2.1 • Enhancements to Provincial Nominee Program (PNP) System • Human Resources, Labour and Employment (HRLE) Immigration Portal Project • Labour Market Development Agreement (LMDA) Devolution Project • On Line Mail Back Form
Innovation Trade and Rural Development	• Provincial Nominee Program (PNP) Enhancements for INTRD • Supplier Development Initiative (SDI) Public Sector Procurement Database Application • TRIM Implementation for the Government Broadband Initiative
Justice	• Courts Digital Recording System Replacement • Electronic Disclosure at the Royal Newfoundland Constabulary (RNC) • Information Management Strategic Review (IMCAT) for the Supreme and Provincial Courts • Judgment Enforcement Registry (JER) Upgrade • Law Courts e-Filing • Royal Newfoundland Constabulary (RNC) Computer Forensics Unit (CFU) • Royal Newfoundland Constabulary (RNC) TRIM Evidence Management • Supreme Court Estates Division Systems Replacement
Legislature	• House of Assembly Video Streaming • Information Management Strategic Review (IMCAT) for the House of Assembly
Municipal Affairs	• Capital Works Dbase Conversion to Municipal Information Management System (MIMS) • Fire Incident Management System • Municipal Information Management System (MIMS) Enhancements • Municipal Information Management System (MIMS) Financial Module
Natural Resources	• Enhancements to Agrifoods Profile System (APS) Financial Module Project • Environmental Farm Plan Project • Forestry Architecture Addendum • Mineral Exploration and Approval Management System • Mineral Rights Registries Project - Scanning of Historical Mineral Rights Registry Documents
OCIO	• Active Directory Application Remediation Project • Application Architecture Strategy • Application Management Strategic and Operational Information Project • Application Mgmt (AM) Process Improvement Project • Application Mgmt Charts and Portfolio Updating • Budget Monitoring Implementation • Corporate Application Disaster Recovery Project

	• Database Development Principles and Best Practices • Enterprise Backup Strategy • Implementation of Incident Management Solution for ITSM • Information Management Capacity Assessment Tool (IMCAT) • Information Technology Service Management (ITSM) • Intake and Exit Registry for the Office of the Chief Information Officer (OCIO) • LANDesk Consolidation • OCIO Information Management Services Centre (IMSC) • OCIO Policy Development Project • OCIO Project Mgmt Office (PMO) Enhancement Project • Project Mgmt Framework- Basic Practices and Standards • Relocate OCIO to 40 Higgins Line • Service Level Agreement (SLA) Scoping, Development, Pilot and Implementation • TRIM Implementation for OCIO
Tourism, Culture and Recreation	• Leveraging Tourism Destination Mgmt System (TDMS) for Red Tape Reduction • Online Ticket Sales for Arts and Culture Centre Clients • Rooms Booking System • Virtual Rooms Project
Transportation and Works	• Capital Assets Planning and Management System • Project Analysis Reports Tracking System (PARTS) Migration Project • Road Network Management System (GIS T) • Transportation and Works Highways Conditions Website Rewrite • Transportation and Works Telephone Web Application Rewrite

APPENDIX B – FREQUENTLY USED ACRONYMS

Acronym	What it Means
AD	Active Directory
ATIPP	Access to Information and Protection of Privacy
BCP	Business Continuity Plan
CIO	Chief Information Officer
ESD	Electronic Service Delivery
GNL	Government of Newfoundland and Labrador
IM	Information Management
IT	Information Technology
LAN	Local Area Network
OCIO	Office of the Chief Information Officer
OLA	Operational Level Agreement
SDLC	System Development Life Cycle
SLA	Service Level Agreement
WAN	Wide Area Network

Appendix C – Variances

Variances - Planned and actual outcomes over the duration of the 2007-08 Fiscal year.

This variance looks at the difference between how work is planned and how it actually is executed. Comparing planned to actual, demonstrates how the work changed once in progress. There may be changes brought on by the project team, by the customer, by vendors or by a change in the environment, such as new regulations. Regardless, the changes need to be analyzed so issues can be identified and mitigation strategies can be developed to protect future work.

This table addresses an indicator variance for the 2006-08 fiscal year as required by the Transparency and Accountability Act.

Indicator	Variance	Reason	Solution	Impact
Implemented a Content Management Solution for Government website(s)	Solution not implemented in 2007-08 fiscal year	No suitable respondent to initial RFP	Re-issue RFP in 2008-09 fiscal year, and implement Content Management Solution	Minimal
Improved Protection of Information through the Development of Disaster Recovery Plan(s)	Full Disaster Recovery Plans for the selected applications have not been completed	Increase in scope - Decision was made to develop broad, repeatable disaster recovery structures along with the development of Disaster Recovery Plans for the selected applications	Work will continue into the 2008-09 fiscal year at which point Disaster Recovery Plans for the selected applications will be completed	Minimal
Piloted Online Service Desk Functions for a Select Group of Clients	The **online** service desk for select clients will not be implemented until fall 2008	It was premature to implement the online service until the automated system was functional	Work will be done in the appropriate sequence	Minimal

Newfoundland
Labrador